"The impact of Islamic values on Psychological Empowerment (Case Study of Khorasan Razavi Water & Wastewater Co)"

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**Abstract**

Value orientation is one of the most important determinants of behavior for members of a society practice and Islamic values in society will lead to human perfection and closeness to God. In Islam, the activities performed by an individual when that value is within this value system. Therefore, managers should try to promote excellence in employee morale and spiritual organizations encouraging employees And the formulation of programs to benefit from the power of today's competitive market values with the values of empowerment. Benefit from the potential advantages of these values provide. Therefore, in this study, we have presented a brief understanding of the value of some of the strategies that can promote and institutionalize Islamic values for the empowerment of employees in the organization must be addressed. Present study, the exogenous latent variables (Perfection-seeking, rule of law, justice, trusteeship and Ability to consult) and endogenous variables and their relationship has been focused psychological empowerment. Methods of field research and data collection took place questionnaire and model was tested using structural equation modeling. The results show trusteeship and Ability to consult on psychological empowerment have no effect, but other factors have a positive impact.

**Introduction**

Researchers and professionals, beyond all managerial and organizational measures to empower staff with psychological insight view Emphasis on the individual's beliefs and personality characteristics, the main factor enabling the individual to know and to believe that it cannot achieve the desired goals, His motivation for doing less work and organizational conditions and managerial factors also will not have much impact on him. Managers of organizations that is prepared in such a way that every person can be stronger as a committed and capable work force, one of the conditions necessary for the effective functioning of modern organizations. Therefore, managers should try to strengthen the organizations staff spirituality and empowerment through Islamic values, benefits from the potential advantages of these values provide. Scholars of Islamic philosophy, a set of values, principles, have an absolute constant and that under no circumstances do not change, but their evidence is subject to change. From the perspective of a general criterion of moral values, the common good of the human person and society, and the real interest [28]. The basic beliefs of individuals and groups can be seen as And a set of do's and don'ts are Reference guide our actions and judgments about ourselves and others that we are a values-based attitudes, motivation and behavior based on the fundamental assumptions of a society. So they can understand the nature, attitudes, practices and codes of conduct to help constituents [9]. Schwartz (1994) argues that there is agreement in the literature that the value of the five features. A value is an enduring belief that a desired end state or state-related behaviors that transcend specific situations and guide the selection or evaluation of behavior, people and events and the importance ratings than other values, has been to form a system of value priorities [43]. Values that help us to assess the relative importance of selection. They are brought meaning to life and act as a conscience and feel good or bad in our minds make [23]. According to, Khanifar and colleagues (2012) educational dimension and components identified in the form of a model to employees and directors, Strengthen the organization and institutionalization of these values is the belief that a
healthy work environment and helps organizations And thereby improve organizational performance is positive work behaviors.

Ayatollah Makarem Shirazi writes in explaining the importance of values: The key issue in the lives of individuals and communities "criteria", and the value system of the dominant culture and society. It all moves in individual and collective life, the same value system comes from, and to create new values. And understanding of the true values and true standards, Bliss House is the strongest base (forming C-18: 125). It is important to note that different cultures have different values. Values are derived from the basic beliefs and attitudes and behavior are affected individual and organizational performance [50]. According to researchers, the values are the foundation of any organization's culture. As the organization's philosophy for success, the path to the shared values and policies for all employees and provide guidelines for their daily behavior. Recognizing the importance and value their relationship with culture, it is necessary that the basic values rooted value systems of individuals and organizations identified. It seems that many organizations have values that are different and distinct nature of its industry value. However, underlying all of these special values, has adopted a set of values that everyone can identify with that feeling [25]. Therefore, this study aims to investigate the most important values within the community, each of which can have a significant role in promoting empowerment and labor productivity are And, given that Islam is the value system prevailing in our country, The design work is worthy values, world view of Islam is and what the value of a particular culture, authentic and comprehensive investigation will be done. According to the Quran, Human has a certain mental nature of their creation and that distinguishes him from other creatures. The differences in abilities, needs, goals, and psychological characteristics, and in all human beings, there is a common ground for the growth and development they provide. Of the Quranic attitude, which has extensive capabilities of human superiority over other creatures is his dignity.

Definitions:

There are various definitions and interpretations of values, indicating the extent and importance of the hand, which can be studied from different angles On the other hand, represents a dynamic subject that can provide models, theories, and provide different opinions. Below “to include definitions of key Words associated with the influence of Islamic values in promoting employee empowerment, explains:

Value:

The basic belief is that what we value is what is good and what is bad. Values represent the opinions of the individual or social principles that sort of behavior is considered superior. They are manifestations of faith and conviction that "the individual or the social point of view, a particular mode of conduct or end state of existence, or behave the opposite way towards the ultimate state of existence to another, than the [36]. Values are means that people often have ideas about good and evil, are desirable and undesirable. Kluckhohn and Strodtbeck (1961), Orientation values as the default or set of principles that were defined in order to study the beliefs, feelings and intentions are used. They also argued that evaluative biases guide behavior, because their behavior in order to solve common problems, provide order and direction. Thus, the order of the Orientation value, hold or accept certain values in society that human behavior is shaped by it. Gay Roche influenced by Durkheim and Parsons, basic values and believes symbolic knowledge interaction: The value is a way of being and acting that a person or a collector recognizes them as ideal and Specifies Individuals or behaviors that can be attributed [40].

Robbins says the definition of "principal value is defined by the individual or community behavior (in comparison to other treatment) admits the top In other words, values indicate an unwavering belief that a specific mode of conduct or practice contrary to the way that behavior or state of a person or community is superior [39].Values, visions and ideas that will add value to our guiding our actions [14]. Is the value of the stature of the man's thoughts and the surrounding objects and places? Knowledge to study the different types of values, such as values, material, spiritual, religious, scientific, cultural, social, political, artistic and... Deals, " axiology " is [34].Value, The result of assumptions underlying assumptions and norms of his inner mind of every person who create their own internal norms that are considered a source of personal behavior.

The four-point definition of value should be considered: a) the use of economic value, b) the intrinsic value c) assigning a value to the Objects or individuals and d) moral values. According to the fourth point in the moral values that the subject of human behavior, or the origin or the result of a voluntary act, the subject's value system [28]. Therefore, ethics, human values, the utility is doing to help the human intellect and conscious actions based on correct faith and motivation to be achieved in line with the demands of her exalted [28]. Basics about the views of Muslim scholars are the sixth element analysis [4]:

1- The criterion value, its effect on the human soul is perfected.
2- Anything that might have the greatest impact in the highest perfection of man will have the greatest impact.
3- Anything that might have the greatest impact on human away from God, the lowest values and the worst vices.
4- In between the two poles above the point where it is assumed that the ratio is equal to both poles (ie, no effect on human movement towards God, be not far off the man’s influence). If it is assumed that “worthless” would be.

5- Moral values and function in the intended function of the job. The original value is intended function, but because the intent is compatible with one or more types of actions, its shape and size and quantity and quality that are commensurate with its intentions, so naturally they are convenient.

6- The Muslim values, a quorum are defined.

- Values of the two sets of fixed values or values relative worth or value of innate and acquired, environmental divide.

Islamic values:

Each person has a value system and some other values rather than the values. The origin of the values and worldview from the perspective of the individual. Therefore, every person has certain values that will act on those thoughts. Care what religion it is not indifferent to it, is the Islamic point of view. Values in Islam, a phenomenon that is optimal according to Islam and therefore Muslims and Islamic religious affairs and act upon it, the value is considered. In other words, Islamic values are: ideas, beliefs, practices and ethics of the Quran and Islamic teachings that Necessarily practice them desirable and therefore assist in the evolution of [12]. Values of the Islamic vision are Islamic beliefs and faith, whether the rules have been expressed, either principles or rules supreme. Islam has a strong value system, which is extensive and coherent management Muslim influence that, in practice, they will affect the direction of motion, the biggest role that Islam will play in the management and proper means of management is the management of the following: Using methods derived from the teachings of human resources and material resources to achieve goals that are influenced by the value system of Islam [2]. According to the definition of Islamic values and for their use of management has been highlighted that could include such items as: consulting, trust, trusteeship Right people, confidentiality and should be. Scholars of Islamic philosophy, a set of values, principles, have an absolute constant and that under no circumstances do not change, but their evidence is subject to change. From the perspective of a general criterion of moral values, the common good and the good of the individual and society is truly human. Whatever the real cause of man’s perfection is not something that appealed to individuals and their preferences. However, if the main criterion in Islam, is the ultimate perfection, its true divine proximity. In the Islamic tradition, God's purpose of obtaining consent. This system is not quite as absolute values are fixed and do not change at any time and place is not always a function of time and place, but it's steady and true principles Mthyrand [28]. The values of the three categories, individual values of employees and managers, organizational values and values have been divided into national and international, are based on the same types of values [4]:

- Strategic values (religious, political, and moral)
- Limit values between (economic, cultural, social)
- The value of ethnic, racial minor band (band The National)
- The lower limit value (instinctive, customary and environmental) values the importance of bottom-up and According to subject and nature of the decision increases.

Puryani (2008) by examining the value system of Islam believes that a system of values begins with the entrance of faith and practice of human perfection and closeness to God on the output values and believes in Islam as one of the activities performed by the system the value. Some Islamic values that are needed for agencies or employees, or both can be regarded as values are as follows:

Organizational discipline, work ethics, accountability, commitment, organizational justice, a sense of cooperation, participation in decision-making, integrity and honesty, punctuality, attitude and treated, according to quality, attention to quality, efficiency, effectiveness, recognition the purpose, according to God's eternal power, teamwork, patience, job security, promotion of professional, good mood, sense of belonging, identity, job satisfaction, dynamic environment, entrusting the safety and supply, hard work, sacrifice, courage, divine obedience, discipline, hereafter idealism and piety, modesty, trusteeship, piety, respect the rights of others, attention, self-esteem and ...

Compliance with Islamic values in a healthy and productive organization that builds relationships based on individuals and organizations will get a lot of positive effects. Some of them are:

1- Work environment and organizational relaxing and bracing;
2- promoting a sense of psychological security;
3- mental empower employees;
4- Increase satisfaction with life and work,
5- Shaping space cooperation;
6- Formation of communion and fraternity
7- creating material and spiritual development
8- to promote general health and mental health;
9- to prevent loss of material and spiritual energies;
10- avoid underemployment and hidden unemployment
11- improving productivity and production

12- Using the ideas and creativity, and value management is a bridge that links all the factors together [4]. Of Imam Khomeini (peace be upon him), the values of two types: 1) God values and 2) the material and the two have different values. Of Imam Khomeini (peace be upon him), what is the value of the Prophets and Imams are God's way, his eyes, according to God's values should be placed so that the resource is worth more than its value. "We should take measures to put God's standards" [15].

Empowerment:
Organizations that are active in the world class, self-empowerment must be believed. These organizations for their employees based on skills and job empowerment programs that have been determined and committed to it and the staff believe the program offered numerous definitions of empowerment and a clear consensus on this term does not exist [38]. Some researchers believe that the empowerment process through which people, organizations and communities are dominated by minor things. Studies in empowerment organization are divided into two main approaches the two approaches can be achieved with a better understanding of empowerment. These include: the structural approach and the psychological approach. Spreitzer (1992) argues that psychological empowerment can be the result of structural empowerment. In other words, if empowerment is functioning properly, a person psychologically to feel empowered. Employees who describe Vogt and Murell: Looking back, are spacious and clean, proper and positive sense of self are able to operate with significant effort, focus, initiative, interaction, flexibility and personal resilience [48]. Empowerment concept was first introduced in the 1980s, And 1990s, the concept of management and organizational factors associated with attention and interest of many researchers and practitioners have been attracted to the management and organization. Whetten and Cameron (1998) Empowerment as a means of empowering employees, meaning that they can help to strengthen their sense of self-confidence, his inability to overcome the feelings of helplessness or and to carry out activities the energy and motivated to give. Thomas and Penthouse (1990) cognitive model of self-concept suggests that cognitive empowerment involves perceptions regarding their role in an organization. Psychological empowerment on employees' perceptions regarding their role in an organization is defined and means of enhancing intrinsic motivation to perform the duties of the staff is composed of four dimensions: Meaning (job), competence, self-determination or independence and impact [46]. It is also mentioned in the Holy Quran that everyone on your mental structure, only deals with tasks that suit him Yari (2006) Tell everyone the way (the mood) it serves. Administration of general policies communicated by the supreme leader of the country's ten administrative system reform plan. Empowering employees axis and priorities developed administrative system, under the empowerment and cultural education and specialized human resources and administration of general policies communicated by the supreme leader. Institutionalize a corporate culture based on Islamic values and human dignity and honoring the human and social capital. Successful implementation of the competencies that organizations should implement policies, strategies, objectives and long-term plans in the present and future needs, identifying and understanding their employees to achieve their education and able to. Organizations should support and empowerment to prepare for this special program And staff aware of these programs and ensure that these programs are implemented fairly and honestly prepared to be ended. Organizations to empower their employees as well as the resources and empowerment programs are evaluated based on their needs and organizational changes that improve (Quoted from the site: www.iran-hre.com). The advantages of applying these values can be: creating a sense of belonging to the organization's goals and objectives, and a loyal and motivated workforce committed to producing valuable intellectual capital, continuous improvement, empowerment of employees, potential employees and enhance effective decision making abilities and realistic the organization cited.

Dimensions of Psychological empowerment:
Spreitzer (1995) in their research study identifies four dimensions of psychological empowerment and referred to the following:
A) Meaningful: a meaningful career goals and interests of the intrinsic worth of individual jobs [46]. Meaning fit between job requirements and the beliefs, values and behaviors [41]. Whetten and Cameron (1998) believe that people have strong feelings of significance, value and ideas for career goals and standards that are consistent with what they are doing, as well as work enable the people to be of be. Significantly lower degree of apathy and feelings of separation and the high degree of job leads, with significant commitment, participation and power concentration leads. When people engage in meaningful work that they feel are more likely to be committed and engaged in the pursuit of desired goals, show more perseverance.
B) Competence: competence or self-efficacy, the degree to which an individual can perform job duties with skill points [46]. They have a strong sense of self-efficacy or competence. They believe that they have the
necessary capabilities to carry out their tasks successfully. Bandura (2000) For people who have a sense of self-efficacy, defines three pre-conditions:

- Efficient certain individuals have the ability to do things.
- Efficient certain individuals who have the capacity to apply the necessary effort.
- People are certainly efficient in that no external obstacle can stop doing the job efficiently.

Whetten and Cameron (1998) argue that individual’s feel empowered not only adorable, but feel confident they are doing the job effectively. They have a sense of personal mastery that is able to confront new challenges, learn and grow.

Some authors believe that this feature is important because having a sense of self-empowerment element that determines whether people will try to do the hard work and persistence will, or not?

C) Self-determination or autonomy: Thomas and Penthouse (1990) self-determination or autonomy means freedom of choice and individual autonomy in determining the activities necessary to perform job duties are defined. When people feel their autonomy, rather than being forced to be involved in something or it renounce their duties voluntarily and intentionally participate. Freedom and independence is a consequence of their activities. people see themselves initiator and active. They are able to take steps to begin your liking, take independent decisions and new ideas put to the test. Empower people about their sense of ownership of their work, they can determine how things should be done and how fast they end. Choice, autonomy is a key component.

D) Impact: Impact is the degree to which an individual can influence strategic outcomes, administrative or operational impact jobs. People have strong feelings of personal control over outcomes. So, feel results control refers to the perception of influence. Able people believe that their activities do not control the outer perimeter barriers, but the barriers to believe that it can be controlled. In order for people to feel empowered not only feel that they are doing what they are looking for work, but they feel that they can make it take effect

Having the efficacy feeling of being completely self-control is associated with feelings. For those who feel they have the ability not only to feel that they do is effective, but must feel that they can bring it into effect, it means that the result is combined with a sense of empowerment, they must feel they are in control of the outcome [41].

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<td>Sence of competence</td>
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<td>Sence of autonomy</td>
<td>Having the freedom to choose and how to do</td>
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<td>Sence of effectiveness</td>
<td>Having the ability to influence or control of personal belief on the results of activities</td>
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The role of Islamic values in empowering employees:

The values, the importance of the research that has been conducted to investigate the matter, L.Pratt and his research can be named. L. Pratt, 6 kinds of value that identified were: the theoretical values, economic values, aesthetic values, social values, political values and religious values [36], and also can be Khanifar research and colleagues (2012) work values within the value system of Islam in the form of 30 elements including: counseling, discipline, accountability, trusteeship, patience, justice and ... Evaluation and Research Dialameh and Rahmani (2011) pointed out that Islam had investigated the ability of components, based on their findings, the concept of empowerment in Muslim culture, actual, absolute and shifted to the material and spiritual factors which if realized these components are empowering people in their work and their careers. This feature oneself in situations of personal and social development and will be changed. Nassiri and et al (2011) also, Internalize Islamic values in their study were examined, Zarei Mtin and Hassan Zadeh also a research on the role of Islamic values in increasing organizational commitment, Values are generally two types of work-related values and the values associated with work conditions were classified. Nyambegera and et al in their research (2000) the impact of cultural value orientations on individual behavior were examined. According to Nyambegera some similarities between Kluckhohn and Strodtbeck value orientation and Hofstede's cultural dimensions have been identified (2000).

So according to Hofstede's research indicates that Culture on employee behavior, mark a significant Works [36] in our country can be stated that a large part of its culture rooted in religious beliefs is influenced by Islam. Examine the role of Islamic values in promoting empowerment and labor productivity has a significant role. According to Smith (1992), between cultural values and the number of organizational behavior, such as norms of acceptable behavior are linked. Therefore in accordance with this section, Khanifar theoretical studies and colleagues (2012) and Zarei Matin and Hasan Zadeh(2012) the most important Islamic values in the society within which they can either alongside other conditions, special effects on psychological empowerment should be addressed.
Trusteeship:

Trust as one of the Moral and kingdom characters, in the words beautiful and sacred. These words indicate that there is an extraordinary sanctity and merit lies in the trust document. The spiritual nature of the human spirit is pure and always in character, speech, behavior, actions, and their actions are visible [3], and one of the moral virtues of trust and trusteeship that the value and importance is tremendous. If the spread of trusteeship, compassion shadow “other friend” link spreads over people between people in the community will be stronger. Observance encourages people to borrow, borrow, including all areas (political, cultural, economic, ethical, practical and religious obligations) are. In the realm of moral trusteeship is a vast range of applications fiduciary Privacy individual and society.

God in the Holy Quran, observing the human traits of trust and trusteeship of the faith and knowledge in the eighth verse of Surah al-Mu'minun says: “Believers who preserve their trusts and pledges” [1].

Trusteeship has different effects, Trusteeship attracts prosperity and no one is required. The Messenger of Allah (PBUH) says: Trusteeship brings wealth and poverty is betraying [29]. Besides the moral virtues of Trusteeship and bliss for people to take interest in worldly and material is and leads to increased self-esteem and dignity of the individual aliment the trustee.

One of the fundamental values of human dignity model is also trustee. Organizations grow and develop Human resources as a competitive advantage to their They want their human resources than all the material wealth and spiritual values and to the trustee and while others act in a fair and equal opportunity for colleagues to create. These organizations believe that the motivation for making the effort to promote these values. Therefore, fair dealing and Trusteeship are the values of stability and permanence in their own world-class organizations in their organizations rapidly develop. One individual effects of integrity to achieve the desired objectives:

Imam Ali (AS) said: “Everyone has the divine duty of a trusteeship” because someone does not keep losing and not reach their destination [33].

Perfection-seeking:

Perfection-seeking save the original and innate human tendencies and anyone looking to achieve perfection in his body and studying it. Dr. Khairallah Sadeghi, a clinical psychologist and faculty members of Kermanshah University of Medical Sciences, says the simple definition of perfectionism is higher than anyone expected performance or functional position requires that the self or others. People with normal or adaptive perfectionism personality with regard to personal capabilities and facilities are the best way to act. Another feature is that this group of people tend to do things in the best possible way constraints and obstacles to easily adopt and they learned from the mistakes and experiences in order to further efforts are self-employed and their potential ability to actually convert [19]. All humans have an innate seeking perfection. The opening verses of Surah Ash-Shams used the human soul, the progress and development of talent and talent is falling and degradation. According to the division of Islamic psychology books on the issue was necessary instincts are divided into fourteen categories one of these instincts is to save the perfection of human evolution has been named as the root [17]. According to the Holy Quran about human perfection, perfection of any creature, including humans' objectification and Rise finding all kind of talent from him. Therefore, the perfect man is the man who has actualized his potential and his ability to raise \( \nu \) reached. And to achieve this it is essential to human society is wearing. Therefore, to understand the perfection of human creation targets must deserve human reality from the perspective of theoretical Quran. Some verses aimed at the creation of man to the divine authority referred \( \nu \) caliph such as this verse: “Behold, I will substitute on earth” [1]. In fact, the position of caliph of Allah, the position of closeness to God. Some examples of perfection, well lighted and made it very clear, and no human being in perfection, no doubt, for every man is clear that “power” is an ideal and “weak” and “frustration” is perfect. No one likes to be incapacitated and unable to do anything offends. All human beings instinctively seek “power” and "strength" are. The most definitive and most certain traits are Kmalhy God's "knowledge" and "power". Other things that an innate human desire is “happiness”. Built desires all men are happy. There is no one who loves pain and misery. No one is willing to be with suffering and adversity. What follows is innately human, joy, comfort, and in a word “happiness” is. So God the one hand, the desire for “perfection” and put the man on the other hand the desire to “examples of perfection” has also been entrusted to him. Therefore, all efforts should be educating people and getting ready for school competence is to reach the Almighty.

Ayatollah Mesbah Yazdi (2013), in a meeting with a group of seminarians of Qom Seminary in relation to human Perfection-seeking said: a man is always a desire for excellence and achievement, and that is why most people like to be distinctive from others and be the best. Perfection-seeking is something innate, and if the person seeking to be superior to others, should try to compete and excel in relationship with God is looking for. As humans grow and reach higher levels Perfection-seeking, he goes higher and higher stages also in like circumstances, to have wealth and power than others. Because God wants us to infinite perfection, the desire to have perfection in us that is not saturated. Allama Mesbah Yazdi pointed out: Of course, few people are like the prophets of the people towards the infinite perfection beyond the material, not the material called and honor and
power in relation to financial affairs, not in relation knew Bakhoda Almighty. All material structural perfection of the soul, spirituality, and without this spirit, perfection palace collapses. So, science, technology and other developments inanimate physical and spiritual soul that is not blown would be valuable [26].

**Justice:**

The Quran is just one of the concepts of value, from the beginning of creation until eternity, human position before its value is maintained Equity issue and how to realize it, the problem of man and his life. So, too, the most important place in human history has thought him even though most of the time and for many people and communities as an ideal remains. However, the realization of justice, will lead to a great development of human social and individual life [21]. The concept of organizational justice, the philosophy of the social psychological literature was formed and then [10]. Organizational Justice on the “involvement of the organization in which people believe they are fair or not fair treatment “is defined as [13]. When we can recognize the difference between those with a strong performance with low standards and procedures that allow them established to function properly. In this regard, Imam Ali (AS) says: “good people and evil must never be the same. Because it makes good people do good in their loathsome evil and wicked practice to be encouraged “[33].

Justice is the head of all virtue; justice-oriented key goal of management is not only a noble objective to be pursued, but rather as an indicator in all ways and manners manager epiphany finds. And the introductions of other values are based on the values of justice and kindness is the most important social values [28]. Issue of justice and fairness is one of the most important topics of Islam and The main source of the Quran, tradition. The Holy Quran just two words to express the concept of “Fairness “and"justice"are used. Can be safely stated that the Quran (and also many hadiths), the equity value of a particular word, the meaning of human social relationships and implies a certain task has used. So, just a word and true value of a good job or a position to confirm. The Holy Quran words “Fairness” and “justice" is used often times positive value [1].

One of the pillars of the justice of believing faith is the basis of faith and the patience and Jihad is to establish certainty and without any basis, and will not be sustainable. Justice with roots in the foundation of all human relationships affect all shapes accordingly. Imam Ali (AS) function and it can be implemented in individual and social life. The benefits of applying value enhancing employee commitment to the organization, maintenance and identification of suitable material and spiritual resources capable and talented staff organization can be cited (quoted from the site : wwwiran-hre.com).

**Rule of law:**

The rule of law in order, so obviously someone important part of society and its values, in general, do not hesitate [16]. The term “civil society” with a "propensity to law “and "rule of law" is considered to be identical. Undoubtedly, the component of civil society. The Muslim community needs to maintain order and coherence to the law, And divine law, and ordered the sample Complete in the Holy Quran, with the backing of its own, at any time and place to create a healthy society and utopia. Community that the Quran and Islam. Our task, in the sense that rules mining based on human needs and then fulfills all the time to cover it. The purpose of the rule of law to protect and enforce rules fairly and to respect the rights of all individuals in the population is [31]. Under the normal social rules emerge to meet the reasonable needs of process excellence and has to climb, as the lack of it, to the decline does. Undoubtedly one of the most important success factors in the spread of Islamic culture and civilization of law of their prophet and the core principles of the practice, he was also devotionaly divine law [31]. The first result of the "order" and the law is equal to the orbital order. Among human beings irregularities and discrepancies among some incentive legislation and the legislation and its implementation, order emerges. Another outcome of the rule of law, "justice" is. One of the principles of justice in Islam, that all are equal before the law. Just laws of Islam encompass all aspects of life. In other words, the divine law of justice will be established in all areas of government proceedings and deprived of justice, justice, legislation, etc [16]. In an ideal society that Prophet Muhammad PBUH Medina founded, all persons were equal before the law and the racial, ethnic, and did not break the law. Prophet, the role of Islam was responsible for promulgating and enforcing rules of life, standing much attached to it. Criminal and penal law of the Prophet Muhammad (approximately) of the Privacy Act of abusers, better than worship for sixty years, and the top of the rain upon the earth forty nights of rain knew [6].

**Ability to consult:**

Other desirable qualities in an employee organization, consult with experts, and consultations with experts attribute the Qur'an insists [1]. Consult the opinion of others is one of the important factors in deciding crucial issues in Islam; a special place is of high importance. Islam, too much emphasis on the importance and necessity of using other people's thoughts and ideas on things to do are And the order is strict and consult with wisdom from those who are involved in implementing the action plan should also work for the company And be consulted on decisions. The Infallible Imams (PBUH) says: "With the destruction suffered will not confer (Prophet Mohammad (PBUH)),"No it is not supported stronger than consultation" (Imam Ali (AS)). "No nation
cannot talk unless growth is achieved” (Imam Hasan (AS)). We see that participation has long been considered a special place. People can consult experienced people to share their capabilities and are immune to the errors of the past. So Imam Ali (PBUH) to consult with large orders from experience, and emphasized that the consultant is someone who is experienced. The Prophet says: Everyone should consult with others in their wisdom were shared [33].

**Conceptual Model:**

According to the study, "Impact of Islamic values on psychological empowerment", the design of the conceptual model, the value of collected is information through a library of documents Includes reviews of books, professional journals, research studies, researchers were related subject By searching the databases and libraries were Through extensive study about the history of Islamic values in the literature were performed on variable values were extracted value of the subject studied was Related variables and functions and work conditions as variables Islamic values were noted. Valuable resource for the study variables were extracted from the Qur'an and Interpretation of the Qur'an, several traditions of religious leaders refer to books such as Nahjul Balagha, and words and books on matters pertaining to religious experts. Then, according to the findings of previous research and theoretical literature values of components were examined in five dimensions. And psychological empowerment model Thomas and Velthouse (1990) was used.

![Conceptual Model](image)

**Fig 1:** Conceptual model.

**Research hypothesis:**

Based on the theoretical aspects and values, the research hypotheses are presented as follows:

- **H1:** Psychological empowerment is effective in increasing the rule of law.
- **H2:** Psychological empowerment is effective in increasing Ability to consult.
- **H3:** Psychological empowerment is effective in increasing the trusteeship.
- **H4:** Psychological empowerment is effective in increasing the Justice.
- **H5:** Psychological empowerment is effective in increasing the Perfection-seeking.

**Research methodology, data collection instrument:**

Since the objective of this study was to determine the relationships among variables of value and empowerment of employees, the present study examined the nature and objectives of adequate scientific research - the application is considered. Data gathered using a questionnaire. To increase validity and interpretation of the views of experts and specialists has been used in this field according to the terms and conditions governing the organization. A survey of staff Water & Wastewater Co (WWC) has Khorasan. Noting that "the structural equation modeling methodology" largely resembles some aspects of multiple regressions, the sample size can be determined from the multivariate regression analysis; structural equation modeling can be used to determine the sample size [18]. In multiple regression analysis, independent variables relative to the sample size should be less than 5 [7]. Otherwise, the results of the regression equation would not be too generalized [15]. See more conservative than 10 per independent variable is proposed. Views of James Stevens, even taking into account the observed 15 per predictor variables in an ordinary least squares multiple regression analysis using the standard rule of thumb well comes [18]. Therefore, in this study, the sample size could be observed between 5 and 15 per measured variable is defined and calculated using the following equation:

\[ 5Q < n < 15Q \]

- **Q** = Number of observed variables (items of the questionnaire items)
- **N** = Volume of Sample

Because the number of questions, 30 questions, at least 150 cases and 450 is the maximum sample According to the professors, 175 questionnaires were distributed; since this number is listed within the structural equation analysis of the sample was carried out. In this study was defined as all members of society, had an equal chance of being selected through random sampling, questionnaires were distributed. In order to determine
the reliability of the questionnaire, 30 were initially selected from the population And then the method for determining the reliability of the questionnaire was Cronbach's alpha value of 0.83 was obtained, it can be said that the stability and reliability of the questionnaire has acceptable.

Consult the scope and components of Islamic values of Ability to consult, Justice, trusteeship and the rule of law and Perfection-seeking as an independent variable in this study suggests that savings are based on the Peugeot hash field study and a conceptual model Khanifar and colleagues (2012) was obtained. They vary their relationship with psychological empowerment, which consists of a conceptual model.

Methods of data analysis:

In the present research was to test a conceptual model of the structural equation modeling technique was used. Structural Equation Modeling, a multivariate analysis technique is very general and powerful families of regression methods that allow the researcher a set of regression equations of time to a test. Structural equation modeling is a comprehensive statistical approach to testing hypotheses about the relationships between observed and latent variables, which are sometimes in covariance structure analysis; causal modeling is sometimes called LISREL.

Fitting model:

Overall fitness of the model to test the hypothesis should be examined. Of note, the fitted model is the model confirms the structural model, it does not prove that the model is not the only valid model. Due to the AMOS software output results, the model fit indices indicated that the model fit the data are good. The value of these parameters in the model is as follows:

<table>
<thead>
<tr>
<th>Indicators of fitness</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degrees of freedom</td>
<td>400</td>
</tr>
<tr>
<td>$\chi^2$</td>
<td>947.7</td>
</tr>
<tr>
<td>$\chi/df$</td>
<td>2.36</td>
</tr>
<tr>
<td>CFI</td>
<td>0.728</td>
</tr>
<tr>
<td>PCFI</td>
<td>0.684</td>
</tr>
<tr>
<td>RMSEA</td>
<td>0.089</td>
</tr>
</tbody>
</table>

The overall model fit indices indicate a satisfactory situation. Chi-square value indicates that the model cannot see the difference between covariance matrices and is open to the producers was considered statistically significant. Comparative indices, values greater than or close to 0.90 indicates that the model is meant to be a model of independence and away from approaching the saturated model is based on defined criteria. Square fit index variance estimate and confidence interval of 0.90 in the range are acceptable. The marker features a mixture of absolute indices, indices thrifty (emphasis on degrees of freedom) and the sample size is calculated as the most important factor is fit.

In the model study, the partial indices of fit (critical ratio) indicate that all of the factor loadings are significantly different from zero. All structural coefficients (gamma and beta parameters) with significant differences are zero. In the table below, the estimates of standardized regression weights include load factors and the effect is seen.

In order to assess the causal relationship was noted that the assumptions of structural equation modeling are used, where the model parameters, the proposed conceptual model suggests. To this end, the model is drawn based on the data size of the model parameters using AMOS software using Z test hypotheses have been tested.

![Fig 2: Standardized coefficients of the structural model and measurement.](image-url)
Table 3: Regression weights - load factor research model.

<table>
<thead>
<tr>
<th>Predictor variables</th>
<th>Variable binding</th>
<th>Estimated</th>
<th>Error</th>
<th>statistic Z</th>
</tr>
</thead>
<tbody>
<tr>
<td>rule of law</td>
<td>Psychological empowerment</td>
<td>0.122</td>
<td>0.038</td>
<td>3.235</td>
</tr>
<tr>
<td>trusteeship</td>
<td>Psychological empowerment</td>
<td>0.065</td>
<td>0.082</td>
<td>0.792</td>
</tr>
<tr>
<td>Ability to consult</td>
<td>Psychological empowerment</td>
<td>0.069</td>
<td>0.047</td>
<td>1.465</td>
</tr>
<tr>
<td>justice</td>
<td>Psychological empowerment</td>
<td>0.825</td>
<td>0.352</td>
<td>2.347</td>
</tr>
<tr>
<td>Perfection-seeking</td>
<td>Psychological empowerment</td>
<td>0.166</td>
<td>0.041</td>
<td>4.052</td>
</tr>
<tr>
<td>rule of law</td>
<td>Q1</td>
<td>1.00</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>rule of law</td>
<td>Q2</td>
<td>0.835</td>
<td>0.100</td>
<td>8.333</td>
</tr>
<tr>
<td>rule of law</td>
<td>Q3</td>
<td>0.909</td>
<td>0.112</td>
<td>8.085</td>
</tr>
<tr>
<td>rule of law</td>
<td>Q4</td>
<td>0.615</td>
<td>0.101</td>
<td>6.064</td>
</tr>
<tr>
<td>Ability to consult</td>
<td>Q5</td>
<td>1.00</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Ability to consult</td>
<td>Q6</td>
<td>-0.345</td>
<td>0.175</td>
<td>-1.968</td>
</tr>
<tr>
<td>Ability to consult</td>
<td>Q7</td>
<td>1.491</td>
<td>0.983</td>
<td>1.516</td>
</tr>
<tr>
<td>trusteeship</td>
<td>Q8</td>
<td>1.00</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>trusteeship</td>
<td>Q9</td>
<td>2.305</td>
<td>0.744</td>
<td>3.097</td>
</tr>
<tr>
<td>trusteeship</td>
<td>Q10</td>
<td>2.002</td>
<td>0.577</td>
<td>2.436</td>
</tr>
<tr>
<td>justice</td>
<td>Q11</td>
<td>1.00</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>justice</td>
<td>Q12</td>
<td>3.456</td>
<td>1.382</td>
<td>2.565</td>
</tr>
<tr>
<td>justice</td>
<td>Q13</td>
<td>3.028</td>
<td>1.180</td>
<td>2.567</td>
</tr>
<tr>
<td>justice</td>
<td>Q14</td>
<td>1.830</td>
<td>0.751</td>
<td>2.436</td>
</tr>
<tr>
<td>Perfection-seeking</td>
<td>Q15</td>
<td>1.00</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Perfection-seeking</td>
<td>Q16</td>
<td>0.682</td>
<td>0.104</td>
<td>6.546</td>
</tr>
<tr>
<td>Perfection-seeking</td>
<td>Q17</td>
<td>0.895</td>
<td>0.109</td>
<td>8.203</td>
</tr>
<tr>
<td>Perfection-seeking</td>
<td>Q18</td>
<td>0.839</td>
<td>0.106</td>
<td>7.927</td>
</tr>
<tr>
<td>Psychological empowerment</td>
<td>Q19</td>
<td>1.00</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Psychological empowerment</td>
<td>Q20</td>
<td>0.959</td>
<td>0.213</td>
<td>4.501</td>
</tr>
<tr>
<td>Psychological empowerment</td>
<td>Q21</td>
<td>1.044</td>
<td>0.223</td>
<td>4.684</td>
</tr>
<tr>
<td>Psychological empowerment</td>
<td>Q22</td>
<td>0.837</td>
<td>0.194</td>
<td>4.314</td>
</tr>
<tr>
<td>Psychological empowerment</td>
<td>Q23</td>
<td>1.059</td>
<td>0.195</td>
<td>5.419</td>
</tr>
<tr>
<td>Psychological empowerment</td>
<td>Q24</td>
<td>0.957</td>
<td>0.228</td>
<td>4.200</td>
</tr>
<tr>
<td>Psychological empowerment</td>
<td>Q25</td>
<td>0.986</td>
<td>0.191</td>
<td>5.153</td>
</tr>
<tr>
<td>Psychological empowerment</td>
<td>Q26</td>
<td>1.169</td>
<td>0.336</td>
<td>3.480</td>
</tr>
<tr>
<td>Psychological empowerment</td>
<td>Q27</td>
<td>-0.215</td>
<td>0.260</td>
<td>-0.830</td>
</tr>
<tr>
<td>Psychological empowerment</td>
<td>Q28</td>
<td>1.296</td>
<td>0.377</td>
<td>3.436</td>
</tr>
<tr>
<td>Psychological empowerment</td>
<td>Q29</td>
<td>1.437</td>
<td>0.240</td>
<td>5.977</td>
</tr>
<tr>
<td>Psychological empowerment</td>
<td>Q30</td>
<td>1.347</td>
<td>0.239</td>
<td>5.627</td>
</tr>
</tbody>
</table>

Standardized coefficients for the structural model and the measurement are above diagram.

Table 4: Results of hypothesis testing.

<table>
<thead>
<tr>
<th>Assumptions</th>
<th>Coefficient</th>
<th>Statistic z</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - rule of law is to increase the effectiveness of psychological empowerment.</td>
<td>0.27</td>
<td>3.235</td>
<td>Reception</td>
</tr>
<tr>
<td>2 - Ability to consult is to increase the effectiveness of psychological empowerment.</td>
<td>0.104</td>
<td>1.465</td>
<td>Rejection</td>
</tr>
<tr>
<td>3 - trusteeship is to increase the effectiveness of psychological empowerment.</td>
<td>0.061</td>
<td>0.792</td>
<td>Rejection</td>
</tr>
<tr>
<td>4 - Justice is to increase the effectiveness of psychological empowerment.</td>
<td>0.592</td>
<td>2.347</td>
<td>Reception</td>
</tr>
<tr>
<td>5 - Perfection seeking is to increase the effectiveness of psychological empowerment.</td>
<td>0.384</td>
<td>4.052</td>
<td>Reception</td>
</tr>
</tbody>
</table>
Research findings and analysis:

The results show that the values of each dimension are having different effects on psychological empowerment. According to the analysis of data from each hypothesis, findings and conclusions, analysis and resolution offered.

- Rule of law, with a path coefficient is positive and significant, positive effect on psychological empowerment is for a unit increase in the rule of law, psychological empowerment 0.27 units’ increases. The focus on the rule of law in reaching to perfection and happiness of the people is especially effective. Some ways to spread God’s laws on community sanctions and faith in God. However, investors need to apply the right skills. The higher a person’s skills will be greater productivity. Entrenched moral values and positive spirit person and respect a person has moral values, a spirit he brought to his obedience to the law, will bind.

- The results of testing hypotheses 2 according to Table (4), suggesting that Ability to consult is not taking a positive effect on psychological empowerment. Exogenous variables on endogenous latent variable path coefficients consultation taking psychological empowerment \( \gamma_3 = 0.104 \) Z-value equal to 1.465 level error 0.05 to 0/95 of the statistic is not significant, thus the null hypothesis is not rejected based on the lack of relevant factors (not supported 2). According to surveys, the other important factor in deciding crucial issues. Should be provided in the context of an organization’s employees, through consultation with experts, and consultations with experts in their capabilities to partners because of their strength and power through the understanding of various issues and provide some solutions different most problems are solved, and the idea to provide a productive and valuable.

- Results of hypothesis testing 3 according to Table (4), indicating that the trusteeship has a positive effect on psychological empowerment is not a consequence of this assumption is the same as the second hypothesis. Path coefficients between latent exogenous variables on endogenous trusteeship on psychological empowerment

\[ \gamma_2 = 0.061 \] Z-value equal to 0.792 in error 0.05 to 0.95 of the statistic is not significant, thus the null hypothesis is not rejected based on the lack of relevant factors (not supported 3). Given that one of the instances Privacy trusteeship of the individual and society. In order to foster human resources as a competitive advantage, organizations must provide fair treatment under the human resources toward the trustees are all spiritual and material values. In order to foster human resources as a competitive advantage, organizations must provide fair treatment under the human resources toward the trustees are all spiritual and material values.

- Justice with a significant positive path coefficient is a positive effect on psychological empowerment and per unit increase in equity, psychological empowerment 0.592 unit increases. When we can recognize the difference between those with a strong performance with low standards and procedures that allow them to function properly established. To create such a virtue in the people, the culture and the need to strengthen the social and mental faculties are at all levels. People who believe they have been treated fairly by the organization, favorable terms than hyperactive behavior, social organization and involvement in the organization [5]. The ideas and standards are consistent with what is being done. According to research done by some of the advantages of applying this value to the organization promotes employee commitment to the organization and identify competent and talented staff organization can be mentioned. Bahari Fard and Javheri Kamel (2010), in a study to examine the implications of the moral values of the organization (organizational justice, organizational commitment, ethical behavior and organizational citizenship behavior) and relationships between them are discussed. The results show that the value of procedural justice and distributive justice positively influences procedural justice and distributive justice also has a positive effect on Organizational commitment to positively influence employee behavior.

- Perfection-seeking path coefficient is positive and significant savings have a positive effect on psychological empowerment is perfect for every unit increase in Perfection-seeking, psychological empowerment, 0.384 unit increases. Finally, their confidence increases.

Actual ability to convert [19]. People always try to seek perfection in new ways and new proposals to improve the status quo thinking. Therefore, organizations must create a culture in which Perfection-seeking.

Conclusion:

Islamic values, especially in the Islamic Republic of Iran as the most important intangible factors, may play an important role in promoting empowerment. Compliance with Islamic values in a healthy and productive organization that builds relationships based on individuals and organizations will get a lot of positive effects. In order that these values are implemented in practice, organizations need real meaning of their operational and understand the Scriptures. The models of senior managers in the organization of these values are considered. Hypotheses are some of the factors that can influence the capacity to that of the test set; trusteeship and Ability to consult were not significant relationship with psychological empowerment. But the rule of law, justice and Perfection-seeking, there was a significant relationship between psychological empowerment and thus save these hypotheses were confirmed.
In general it can be said that psychological empowerment perceptions of meaningfulness, impact, competence and self-determination will be, requires an environment rich in spirituality and the use of instruments is immaterial, according to today’s organizations in the country, according to Special conditions of universal concepts and specific approach for all-round excellence in organizations to consider and, according to Islamic values of key indicators of excellence pattern Iranian - Islamic express. Organizations have general direction, mission, goals, vision and strategies based on the principles of Islamic culture and defining their goals, like justice, rule of law, Perfection-seeking and satisfaction in the perfection of God and take steps to sustainability adherence to these principles know. According to the findings of the present study suggest the reflection of Islamic values, it seems Effects of Islamic values in each of these human capabilities as part of the application to be used in further research, is necessary.

Suggestions:
Institutionalization of organizational culture based on Islamic values and human dignity through design and presentation models In order to measure and assess the impact of each of the values In empowering of employees in the organization, The organization will be assessed and training programs in order to develop human resources, to establish the desired values. - Model study can be classified as partial indicators and impact indicators to determine the effect of each factor can be assessed more accurately. - Encourage employees to spread the values of the organization, and illustrate the benefits of Islamic values. Explain the role of each of the values in religious and Islamic Empowerment of staff and continuous education at all levels. - To develop programs In order to ongoing of these values and the training of staff.

REFERENCES